

Editorial - Career and Creativity

What is the weight of creative ability in career success? Is maintaining strict obedience in the corporate environment, to the “already practiced” in order to “keep one’s position”, still an advantage? It is an undeniable fact that the pressure for the new no longer spares any economic sector, whether the production of goods or the provision of services. The market reacts, today, based on stimuli that are strictly digitalized. Sacred monsters, with decades of dominance in consolidated niches, have been challenged – and defeated. There is another type of consumer who acts on impulses of a “connected” person. It is another type of consumer curiosity that imposes another format of contact and market control.

The corporate environment can no longer react to this new development at the same speed as before, in the full control of “it’s always been done this way”. Nothing, no sector, can withstand the unexpected and inconstant attack of social media “drones”. It is in this context of high volatility that the concept of creativity has gained another function in the organizational world. And careers are absolutely not immune to this pressure of the new, which the market practices and accepts, often well before the company.

There is also another organizational culture that welcomes a different lifestyle, including professional performance. The concept of “creative industry” builds a new institutional cultural scenario for the assimilation of different logics of organizational climate, guided by support for the innovative mind. And this change needs to be known, analyzed, and evaluated by academic knowledge. It is in this context, in which the organizational sphere coexists with pressure to make room for professionals who “practice something different”, that the debate on Career and Creativity has become the thematic axis of the articles that make up the second issue of volume 15 of the Revista de Carreiras e Pessoas.

The article that opens this edition of ReCaPe, “Management strategies aimed at training creative and innovative individuals in corporate environments” by researcher Sibeli Liziane Drozdek Contesini and professor Robson de Faria Silva, both from the Higher Education Center, Cesul, Paraná, aims to investigate management strategies applied to the process of training and developing creative and innovative individuals in corporate structures, as well as to analyze the results achieved in this

process. The theoretical starting point was the need to adapt to constant changes in the market, as well as the constant assimilation of new technologies. The challenges observed, also in theoretical terms, refer to the complex and subjective field in which creativity management operates. The methodological profile chosen welcomed these different theoretical analysis currents in the elaboration of the questionnaire for the quantitative and qualitative research.

The results obtained favored the identification of strategies that effectively achieve creativity and innovation objectives, presented in the research in five aspects: analysis of creative stimuli; development and implementation of creative ideas; impact of management strategies on creativity and innovation; feedback on employees' creative contributions; and results through strategic implementation. The five aspects were assessed on the same scale of intensity. The research established some conclusive pillars in the creation and implementation of a creative organizational environment, prioritizing a multifaceted approach to perspectives and ideas, a culture of continuous experimentation, and leadership that is effectively committed to defending these values.

The second article in this edition of ReCaPe, "The creative being and the organizational environment: a reflection on the elements that provide an environment favorable to creativity" by professor Cristiano Max Pinheiro, researcher Milena Cherutti and professors Vânia Gisele Bessi and Maria Cristina Bohnenberger aims, given the expansion of the Creative Industry scenario and the rise of the creative being, to reflect on how organizational culture fits into the component model of individual creativity. The research first addresses the concept of organizational culture adopted by Schein (2009) and the logic of creativity itself proposed by Morgan (2007). From these constructs, it evolves into empirical research on the dynamics of the creative process supported essentially by Amabile (1988). The proposal is to identify the levels of culture that allow the construction of an environment favorable to creativity, prioritizing the individual creativity model. The results of the research indicated the presence of individual creativity supported by three components: "skills relevant to the domain"; "relevant skills for creativity" and "intrinsic motivation for tasks". It is in this dynamic order that a creative society influences a new culture and a different lifestyle. It is in this context that creativity becomes a strong competitive advantage in different organizational environments.

The third article in this issue, "Employee engagement in humanized service: the case of a technology company", by researcher Daniela Duarte Silva and professor Dannyela da Cunha Lemos, both from the State University of Santa Catarina (UDESC), aims to analyze changes in employee behavior in "more humanized" customer service. The objective of this research is to observe engagement in an innovative way, seeking greater productivity and better quality of life in the corporate environment as well. The theoretical debate was very solid around the concept of engagement linked to the "humanization" of service, while taking advantage of "conditions of empathy". In methodological terms, the quantitative profile research, as a case study, was supported by a questionnaire linked to the theoretical constructs presented, applied to the various staff of the company, well distributed

among leaders and employees in different functions. The results of the study showed that the responses obtained considering the “categories” of analysis were distributed among everything from culture and identity, through recruitment and selection to customer service, among other categories. The research results suggest the need for the company to invest in tools, programs and instruments to strengthen the customer service area, not limiting itself to investments in human resources and processes and, increasingly, investing in technology and innovations in the área.

“Careers in a unique way: a study of the careers of technical-administrative employees in Education (TAES)”, the fourth article in this issue, by researcher Marco Aurélio Amaral de Castro and professor Kamila Pagel de Oliveira, from the João Pinheiro Foundation, aims to verify the construction process of the individual careers of technical-administrative employees of Brazilian Federal Educational Institutions. This research is another format for analyzing creativity in the workplace. In methodological terms, it is a qualitative, descriptive study, composed of multiple case studies. It is important to note the starting point of the researchers: the Brazilian public career is tied to a traditional system that comprises a tangle of tiered positions, traveling along a path that expands as time goes by and the employee reaches the most qualified levels of his/her public function. However, as the authors note, the careers of these employees are guided by “contemporary models”, and they manage their own careers through a network of relationships, self-knowledge and learning. And he has an individual career marked by “a retrospective and projected trajectory, dynamic and changeable [...], revealing negotiations between objectivities and subjectivities”. The research adopted a methodological profile of content analysis by categories. The results of the research demonstrated that the process of building the individual careers of the civil servants participating in this study is occurring in a *sui generis* manner, providing a misalignment between the reality of the Brazilian public career and the individual careers of the civil servants.

The fifth article in this issue of Recape, “Personal ties between advertising photographers in Porto Alegre. A hypothesis about the choices of professional collaboration” by researcher Luiz Júnior from the Federal University of Rio Grande do Sul (UFRGS), Professor Sandro Ruduit Garcia from the Department of Sociology and the Graduate Program in Sociology at IFCH/UFRGS, and researcher Davide Carbonai, also from UFRGS, aims to identify and explain the preferences in the choices of collaboration in a group of professionals. The study seeks to understand the “choice process” among professionals with the same identity, that is: why does photographer A prefer to collaborate with photographer B instead of photographer C? In methodological terms, the research evaluates individual preferences for professional collaboration through social network analysis, in which the types of ties that connect professionals to each other are investigated, such as those of reputation or professional collaboration. The results of the research suggest that collaboration between professionals depends more on the system of prestige attributions, while other variables would not be significant. The main conclusion of this study, which is the result of the QAP test, is that professionals collaborate – voluntarily – with professionals they consider to be good professionals, whose production is recognized and, therefore, who have a reputation within the group. The result

of the analysis of the linear regression model allowed us to verify: 1) that collaboration is not associated with gender; 2) that education does not explain the reason for collaboration; 3) that international and/or national awards do not contribute to collaboration ties; and, finally, 4) that the age of the photographer is also not related to collaborations. The essential conclusion of the research is that collaboration between professionals essentially depends on the prestige attribution system itself.

Adaptability skills for career development, according to Life-Design. A study with university students from the Center for Social and Applied Sciences”, the sixth article in this edition, by professor Jamille Barbosa Cavalcanti Pereira, from Universidade Presbiteriana Mackenzie (UPM) and researchers Débora Elisa Santos Freitas, Núria Amaral Juncal and Vitor Rodrigues Baptista, also from UPM, aims to identify the extent to which adaptability skills for career development are used by students at a private university in São Paulo. With a quantitative methodological profile, the research used the Career Adaptability Scale with descriptive and inferential statistical analysis. The results of the research revealed that the confidence skill was the most frequent, with significant underuse of the other skills. The study found differences among the respondents, considering the variables: gender, courses and stages of the courses. The data obtained revealed, for example, that Economics students are more resourceful in building their careers using the curiosity skill.

The seventh article in this edition, “Coaching; the perspective of the Coach and the Coachee” by researchers Ana Rita Pereira and Mariana Pais and professors Célia Ribeiro, Sandrina Sobral and Sofia Correia, all from the Catholic University of Portugal, aims to identify the impact that the coach has on the coaching process, based on the links and influences of the professional and personal aspects of the coachee. With a qualitative methodological profile, the study used content analysis to interpret the data. The results of the research highlighted the need for training for proper certification, as well as the mastery of different skills, notably the ability to listen actively. As the research confirmed, the coachee must have several characteristics, namely: the responsibility to implement actions, the openness to new methods and the establishment of a relationship of trust with the coach.

The article that closes this edition of ReCaPe, “Organizational climate: the construction of a new research instrument for a federal university”, by researcher Cassandra Oliveira and professor Hilda Alberton de Carvalho, both from the Federal Technological University of Paraná, aims to discuss the format and propose improvements to the instrument for assessing organizational climate in a federal higher education institution. The methodological definition was that of a descriptive qualitative study, also using data available from the Fala.BR platform, a significant sample of the work environment in federal universities. The results of the research showed first that not all federal universities conduct or have conducted organizational climate research. Using the content analysis method, the research demonstrated a focus on the following categorizations: Training and professional development; Behavior of managers; Communication: Infrastructure and

working conditions; Institutional image; Interpersonal relationships and teamwork; and Personal satisfaction at work. The data collected in each of these categories were used in the proposal for a new instrument for researching organizational climate in public universities.

Enjoy your reading!

Leonardo Trevisan, Joel Dutra and Elza Veloso

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